

1 SEPTEMBER 1998



Command Policy

POLICY FORMULATION

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OPR: SAF/AAX (Ms. Carolyn Lunsford)
Supersedes AFPD 90-1, 8 September 1993.

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This directive establishes the framework for creating Air Force policy.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

This revision updates the entire Policy Directive. The title is changed from Strategic Planning and Policy Formulation to Policy Formulation. It specifies the offices authorized to coordinate on draft DoD issuances, emphasizes the role of the Secretary in policy formulation and approval, and allows metrics to be optional.

1. Determining policy is the Air Force leadership's most important function. Policy provides both a focus for Air Force action and a guide for the behavior of the organization and its members.
2. Under Title 10 United States Code, Section 8013, the Secretary of the Air Force is responsible for "...the formulation of policies and programs by the Department of the Air Force that are fully consistent with national security objectives and policies established by the President or Secretary of Defense..." as well as "...the effective and timely implementation of policy, program, and budget decisions and instructions of the President or the Secretary of Defense..."
 - 2.1. The Secretary of the Air Force, as the head of a Department of Defense (DoD) component, or his/her designated official(s), in accordance with DoD Directive 5025.1, *DoD Directives System*, June 24, 1994, and DoD 5025.1-M, *DoD Directives System Procedures*, August 1994, with Change 1, reviews and coordinates on proposed DoD issuances that are relevant to the Air Force mission. The Secretary of the Air Force ensures DoD policy is carried out by implementing documents, as required.
 - 2.1.1. Assistant Secretaries of the Air Force and the Administrative Assistant to the Secretary of the Air Force are designated officials to coordinate on draft DoD issuances.
 - 2.2. Implementation of this program is delegated to the Administrative Assistant to the Secretary of the Air Force (SAF/AA). The Administrative Assistant will:

2.2.1. Act as the liaison between the Office of the Secretary of Defense and the Air Force in managing the DoD Directive System in the Air Force.

2.2.2. Establish the internal management processes necessary to implement the policies required by DoD issuances.

2.2.3. Track and report Air Force implementation of DoD issuances, **Attachment 1**.

3. The Air Force will state its key policies in Air Force policy directives (AFPD). AFPDs may also establish and describe success-oriented feedback and performance mechanisms (metrics) to measure policy implementation. These directives will:

3.1. Be written and certified by the appropriate Secretariat or Air Staff office. The Office of Primary Responsibility will review AFPDs biennially (IAW AFI 33-360, Volume 1) and update as required.

3.2. Be approved and authenticated by the Secretary of the Air Force.

3.3. Focus on accomplishing our mission, achieving our vision, or implementing our strategic plan.

3.4. Be supported by Air Force instructions (AFI) when specific procedural guidance is essential to comply with legal or higher level guidance, to achieve Air Force-wide standardization, or to ensure the safety of personnel or property. AFIs are normally drafted by designated lead major commands (MAJCOM), field operating agencies (FOA), or direct reporting units (DRU). Headquarters US Air Force (HQ USAF) will approve and issue all AFIs.

4. AFPDs and AFIs are orders of the Secretary of the Air Force. Subordinate organizations will not supplement AFPDs.

5. This policy establishes the following responsibilities and authorities:

5.1. HQ USAF offices will write AFPDs. Furthermore, they are responsible for MAJCOM, FOA, or DRU action supporting the development, execution, and maintenance of AFIs that implement AFPDs.

5.2. HQ USAF is an integrated staff comprised of the offices of the Secretary of the Air Force and the Air Staff. Each HQ USAF staff agency is uniquely responsible for a specific set of functions. The Assistant Secretary for Manpower, Reserve Affairs, Installations, and Environment (SAF/MI) has some additional policy responsibilities pursuant to the Goldwater-Nichols Act and Secretary of the Air Force Order 103.1, Authorities and Responsibilities of the Assistant Secretary of the Air Force (Manpower, Reserve Affairs, Installations, and Environment). SAF/MI provides policy oversight for: manpower, military and civilian personnel, reserve component affairs, installations, environment, safety and occupational health, and readiness support. Air Staff agencies which have a functional relationship with SAF/MI in these areas bear primary responsibility for formulating and executing policy. They will ensure that SAF/MI coordinates on the policy content of their AFPDs after they have obtained all other required coordination.

5.3. The Air Force Communications and Information Center (AFCIC) is responsible for developing publishing policy, procedures, and architectures, as described in the AFI 33-360 series of publications. SAF/AA will coordinate on these policies, procedures, and architectures.

5.4. The Administrative Assistant to the Secretary of the Air Force (SAF/AA) is responsible for the Departmental publishing process as described in AFI 33-360, Volume 1, *Publications Management Program*.

- 6.** This directive interfaces with all AFPDs and AFIs.
- 7.** See **Attachment 1** for measuring and displaying compliance.
- 8.** See **Attachment 2** for references and supporting information.

F. WHITTEN PETERS
Acting Secretary of the Air Force

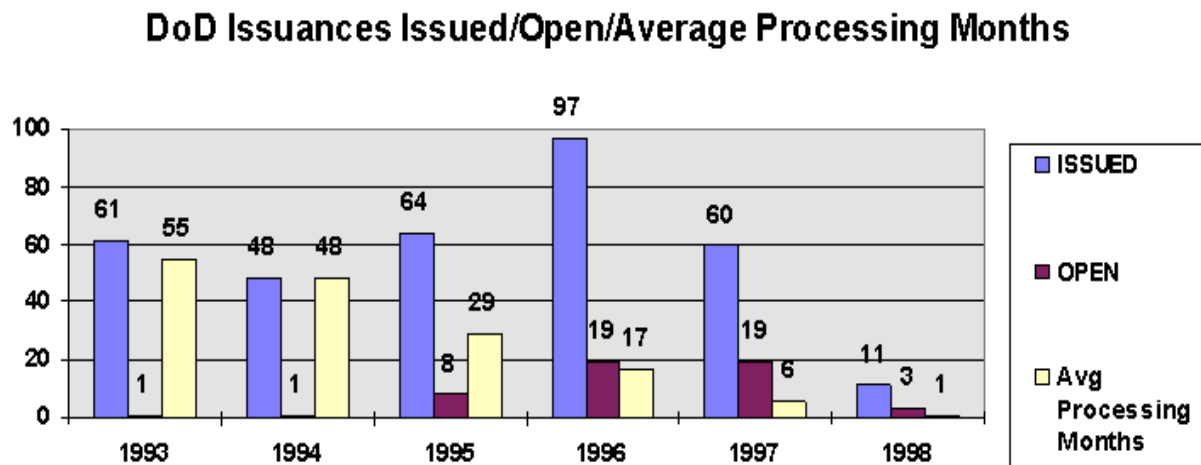
Attachment 1

MEASURING AND DISPLAYING COMPLIANCE

A1.1. Issuing of DoD publications often results in the Air Force publishing implementing guidance. Compliance with the policy in this directive will be measured by determining the timeliness of implementing DoD issuances within the Air Force.

A1.2. DoD issuances issued and the Air Force implementation are shown yearly with the average number of processing months for all issuances implemented (**Figure A1.1.**). The left vertical axis will show issuances issued, the center vertical axis reflects the number of issuances remaining open (those for which no Air Force implementing document has not been issued), and the right vertical axis reflects the average number of processing months.

Figure A1.1. Sample metric for tracking implementation of DoD Issuances and Air Force Implementation Cycle.



Attachment 2**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Title 10 United States Code, *Armed Forces*; Section 8013, *Secretary of the Air Force*

DoD Directive 5025.1, *DoD Directives System*, June 24, 1994

DoD 5025.1-M, *DoD Directives System Procedures*, August 1994, with Change 1, February 3, 1997

Goldwater-Nichols DoD Reorganization Act of 1986

AFI 33-360, volume 1, *Publications Management Program*, January 1, 1998

Terms

DoD Issuance—DoD Directives, DoD Instructions, DoD Publications (issuances which implement/supplement DoD Directives and Instructions, for example, Catalogs, Directories, Guides, Handbooks, Indexes, Manuals, Pamphlets, etc.) and their changes.

Headquarters US Air Force (HQ USAF)—As used in this and other Air Force policy directives, HQ USAF is defined as consisting of the offices of the Secretary of the Air Force and the Air Staff.

Metric—A measurement, taken over time, that tracks information about a process or activity. A metric may be graphically displayed.

Policy—A statement of important, high-level direction that guides decisions and actions throughout the Air Force. Policy translates the ideas, goals, or principles contained in the mission, vision, and strategic plan into actionable directives.